Presentation Material of Financial Results for FY2024 (ended December 31, 2024)

Note: This English translation is solely for reference purposes and not a legally definitive translation of the original Japanese text. In the event a difference arises regarding the meaning herein, the original Japanese version will prevail as the official authoritative version.

DENTSU SOKEN INC.

February 12, 2025

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Summary of FY2024

Results

- Driven by Manufacturing Solutions, net sales increased by 7.0% YoY.
- Despite a significant increase in personnel expenses due to aggressive hiring and compensation revisions, operating profit secured an increase due to the effects of increase in sales and improved gross profit margin.
- Net sales has increased for nine consecutive periods, and operating profit and profit attributable to owners of parent have reached record highs for seven consecutive periods.

Annual Dividend

- The year-end dividend is planned to be 54 yen as initially forecasted (annual dividend of 108 yen).
- This marks the 12th consecutive period of dividend increase, with a payout ratio of 46.5%.

Medium-term Management Plan

- Although we did not reach the revised targets, we successfully achieved all initial plans.
- We have formulated a new Medium-term management plan (2025-2027) aimed at our 2030 goals.

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Consolidated Results

(Unit: Millions of yen)

	FY2024 (cumulative)	YoY			Vs. Previous forecasts (announced on Oct 31, 2024)		
		FY2023 (cumulative)	Variance	% change	Forecasts	Variance	% change
Net sales	152,642	142,608	+10,034	+7.0	152,000	+642	+0.4
Gross profit	56,123	51,780	+4,343	+8.4	55,300	+823	+1.5
Gross profit margin (%)	36.8	36.3	+0.5p	-	36.4	+0.4p	-
Selling, general and administrative expenses	35,083	30,752	+4,331	+14.1	35,300	-217	-0.6
Operating profit	21,039	21,028	+11	+0.1	20,000	+1,039	+5.2
Operating margin (%)	13.8	14.7	-0.9p	-	13.2	+0.6p	-
Ordinary profit	21,093	21,244	-151	-0.7	20,000	+1,093	+5.5
Profit attributable to owners of parent	15,117	14,663	+454	+3.1	14,000	+1,117	+8.0
ROE (%)	17.4	18.7	-1.3p	-			
Number of employees* (people)	4,413	3,652	+761	+20.8			

* at the end of the fiscal year

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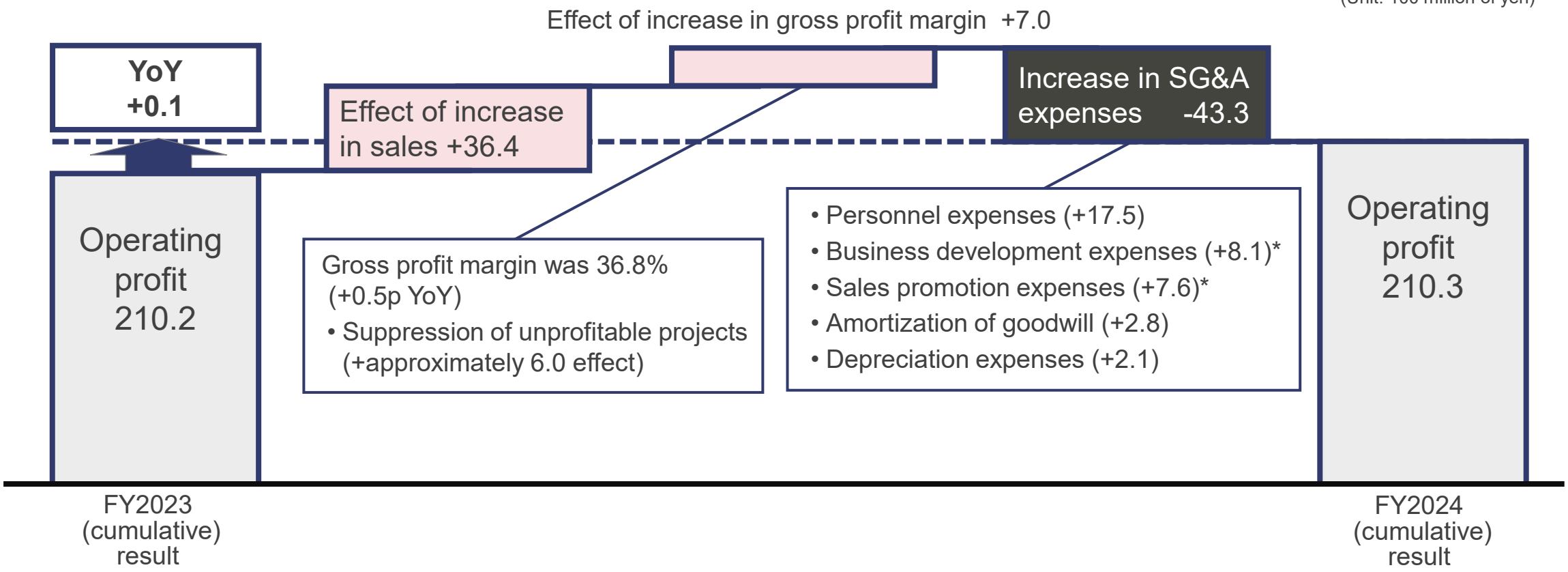
Factors for Increase/Decrease in Operating Profit (YoY)

- Although SG&A expenses expanded significantly, operating profit increased due to the effect of increased sales and improved gross profit margin.
- The gross profit margin improved by +0.5p compared to the previous period due to the suppression of unprofitable projects.
- The factors for the increase in SG&A expenses include an increase in personnel, revisions in compensation, an increase in the workload for sales support by engineers, and an increase in goodwill and other expenses associated with M&A activities.

(Unit: 100 million of yen)



*Business development expenses are mainly labor costs for engineers' non-paid work hours. Sales promotion expenses are mainly labor costs for engineers' proposal activities to win new projects.

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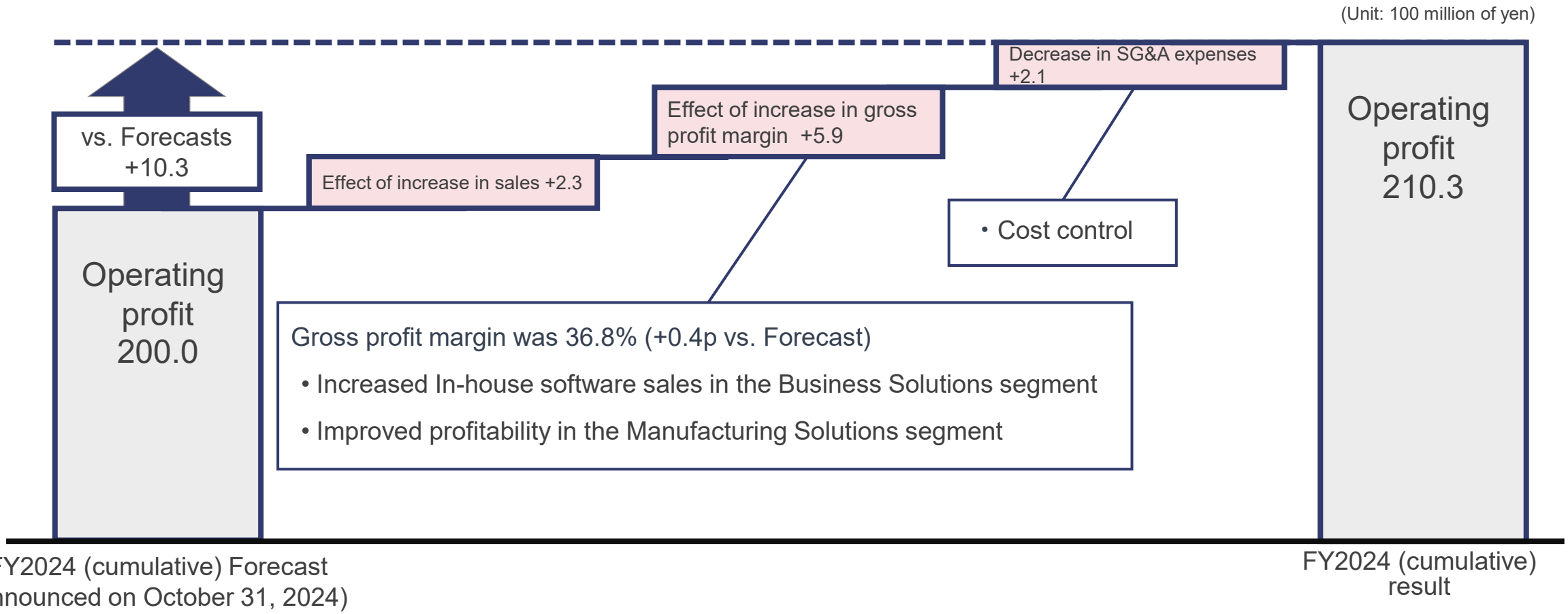
Factors for Increase/Decrease in Operating Profit (vs. Forecasts)

- Operating profit exceeded the revised forecasts due to the effects of increased sales and improved gross profit margin, and the suppression of SG&A expenses.



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Non-operating Income/Expenses and Extraordinary Income/Losses

- Ordinary profit decreased due to an increase in non-operating expenses, due to factors such as foreign exchange losses.
- Profit attributable to owners of parent increased due to the recording of gains on the sale of investment securities and the absence of investment securities valuation losses recorded in the previous period.

(Unit: Millions of yen)

	FY2024 (cumulative)	YoY		
		FY2023 (cumulative)	Variance	% change
Operating profit	21,039	21,028	+11	+0.1
Non-operating income	318	267	+51	+19.1
Non-operating expenses	264	51	+213	+417.6
Ordinary profit	21,093	21,244	-151	-0.7
Extraordinary income	326	135	+191	+141.5
Extraordinary losses	67	429	-362	-84.4
Profit before income taxes	21,351	20,951	+400	+1.9
Total income taxes	6,233	6,286	-53	-0.8
Profit attributable to non-controlling interests	0	1	-1	-
Profit attributable to owners of parent	15,117	14,663	+454	+3.1

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Net Sales and Operating Profit by Reportable Segment

(Unit: Millions of yen)

Reportable segment		FY2024 (cumulative)	YoY			Vs. Previous Forecasts (announced on October 31, 2024)	
			Variance	% change	Overview	Variance	% change
Financial Solutions	Net sales	31,910	+1,312	+4.3	Net sales and operating profit increased due to expanded sales and implementation of third-party software in the accounting area and customer contact reform area to the banking industry.	-90	-0.3
	Operating profit	3,674	+176	+5.0		-	-
	%	11.5	+0.1p	-		-	-
Business Solutions	Net sales	23,324	+217	+0.9	Net sales increased due to expanded sales and implementation of POSITIVE mainly for the insurance industry. Operating profit decreased due to a significant increase in personnel expenses associated with strategic staffing.	+324	+1.4
	Operating profit	5,497	-273	-4.7		-	-
	%	23.6	-1.4p	-		-	-
Manufacturing Solutions	Net sales	47,353	+6,235	+15.2	Net sales and operating profit increased due to the expansion of consulting to support system grand design and engineering, as well as the sales and implementation of Teamcenter mainly for the transportation equipment industry and electric appliances and precision instruments industry.	+353	+0.8
	Operating profit	5,418	+312	+6.1		-	-
	%	11.4	-1.0p	-		-	-
Communication IT	Net sales	50,053	+2,269	+4.7	Net sales increased due to expanded sales and implementation of SAP solutions mainly for the machinery and energy industries. Operating profit decreased due to an increase in personnel expenses and the goodwill amortization and other expenses resulting from the acquisition of Mitsue-Links Co., Ltd. as a subsidiary.	+53	+0.1
	Operating profit	6,448	-204	-3.1		-	-
	%	12.9	-1.0p	-		-	-

*POSITIVE: Integrated HCM Solution, Teamcenter: Product Lifecycle Management Solution

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Net Sales by Service Category and Dentsu Group Companies

(Unit: Millions of yen)

Service category	FY2024 (cumulative)	YoY		Vs. Previous Forecasts (announced on October 31, 2024)	
		Variance	% change	Variance	% change
Consulting Services	10,480	+1,869	+21.7	-20	-0.2
Custom System Development	31,013	+100	+0.3	+1,013	+3.4
In-house Software	30,095	-142	-0.5	+95	+0.3
Third-party Software	54,372	+6,188	+12.8	-628	-1.1
Outsourcing, Operation and Maintenance Services	18,498	+1,390	+8.1	-2	-
IT Equipment Sales and Others	8,182	+629	+8.3	+182	+2.3

Counterparty	FY2024 (cumulative)	YoY	
		Variance	% change
Dentsu Group Inc. and it's subsidiaries	21,449	-1,242	-5.5

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Ref. Consolidated Results for the 4Q of FY2024

- Due to the underachievement of the initial full-year operating profit plan, a provision adjustment of performance-linked bonuses amounting to approximately ¥-700 million occurred in the 4Q.

(Unit: Millions of yen)

	4Q of FY2024 (Oct.-Dec.)	YoY		
		4Q of FY2023 (Oct.-Dec.)	Variance	% change
Net sales	40,411	37,340	+3,071	+8.2
Gross profit	15,698	13,921	+1,777	+12.8
Gross profit margin (%)	38.8	37.3	+1.5p	-
Selling, general and administrative expenses	9,122	8,444	+678	+8.0
Operating profit	6,576	5,477	+1,099	+20.1
Operating margin (%)	16.3	14.7	+1.6p	-
Ordinary profit	6,679	5,548	+1,131	+20.4
Profit attributable to owners of parent	5,042	3,825	+1,217	+31.8

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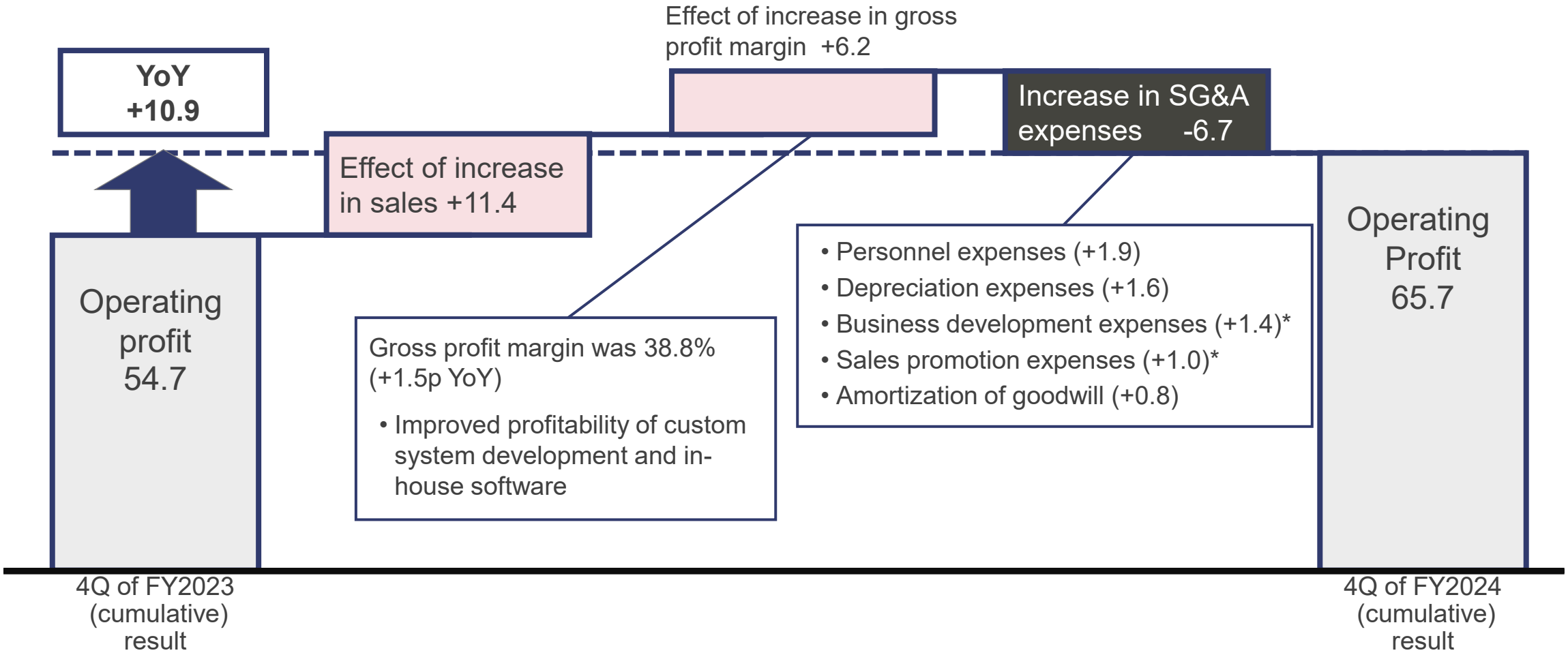
Ref. Factors for Increase/Decrease in Operating Profit for the 4Q of FY2024 (YoY)

- Although SG&A expenses expanded, operating profit increased due to the effects of increased sales and improved gross profit margin.

(Unit: 100 million of yen)



*Business development expenses are mainly labor costs for engineers' non-paid work hours. Sales promotion expenses are mainly labor costs for engineers' proposal activities to win new projects.

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Ref. Consolidated Results for the 4Q of FY2024
by Reportable Segment / by Service Category

Reportable segment

(Unit: Millions of yen)

		4Q of FY2024 (Oct.-Dec.)	YoY	
			Variance	% change
Financial Solutions	Net sales	7,888	-127	-1.6
	Operating profit	967	+46	+5.0
	%	12.3	+0.8p	-
Business Solutions	Net sales	6,187	+546	+9.7
	Operating profit	1,703	+505	+42.2
	%	27.5	+6.3p	-
Manufacturing Solutions	Net sales	12,817	+1,519	+13.4
	Operating profit	1,801	+155	+9.4
	%	14.1	-0.5p	-
Communication IT	Net sales	13,517	+1,131	+9.1
	Operating profit	2,103	+393	+23.0
	%	15.6	+1.8p	-

Service category

(Unit: Millions of yen)

	4Q of FY2024 (Oct.-Dec.)	YoY	
		Variance	% change
Consulting Services	3,007	+421	+16.3
Custom System Development	8,397	+744	+9.7
In-house Software	8,000	+356	+4.7
Third-party Software	13,806	+973	+7.6
Outsourcing, Operation and Maintenance Services	5,096	+429	+9.2
IT Equipment Sales and Others	2,103	+148	+7.6

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Net Sales by Industry

(Unit: Millions of yen)

Industry	FY2024 (cumulative)		YoY	
	Net sales	Composition ratio (%)	Variance	% change
Banks	22,892	15.0	+857	+3.9
Other financial institutions	8,859	5.8	+1,782	+25.2
Financial	31,751	20.8	+2,639	+9.1
Transportation equipment	27,593	18.1	+5,027	+22.3
Electric appliances Precision instruments	16,730	11.0	+1,388	+9.0
Machinery	11,211	7.3	+591	+5.6
Other products	10,938	7.2	-1,121	-9.3
Manufacturing	66,474	43.6	+5,885	+9.7
Services and public offices	41,571	27.2	+1,001	+2.5
Distributions and others	12,845	8.4	+510	+4.1

* As we reviewed some of our client industries, we used reclassified figures for comparison with the same period last year.

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Consolidated Balance Sheets

(Unit: Millions of yen)

	As of Dec. 31, 2024	As of Dec. 31, 2023	Variance	Main factors for increase/decrease
Total current assets	119,058	114,813	+4,245	Decrease in accounts receivable-trade, and contract assets (-1,877) Increase in deposits paid (+3,555) Increase in advance payments to suppliers (+2,018)
Total non-current assets	28,273	18,520	+9,753	Increase in goodwill (+5,389) Increase in customer-related intangible assets (+3,096)
Total assets	147,331	133,333	+13,998	
Total current liabilities	52,544	47,622	+4,922	Increase in contract liabilities (+3,067) Increase in accounts payable (+725)
Total non-current liabilities	3,592	2,739	+853	Increase in deferred tax liabilities (+1,089) Decrease in long-term lease liabilities (-213)
Total liabilities	56,137	50,362	+5,775	
Total net assets	91,194	82,971	+8,223	Increase in retained earnings (+7,949)
Total liabilities and net assets	147,331	133,333	+13,998	

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Consolidated Statements of Cash Flows

(Unit: Millions of yen)

	FY2024 (cumulative)	Main factors	YoY	
			FY2023 (cumulative)	Variance
Cash flows from operating activities	23,721	Profit before income taxes (21,351) Depreciation (3,449) Increase in contract liabilities (2,932) Decrease in accounts receivable-trade, and contract assets (2,568) Income taxes paid (-5,839) Increase in advance payments to suppliers (-1,965)	13,046	+10,675
Cash flows from investing activities	-11,886	Purchase of shares of subsidiaries resulting in change in scope of consolidation (-8,591) Purchase of intangible assets (-2,848)	-2,359	-9,527
Cash flows from financing activities	-7,982	Dividends paid (-7,168)	-6,702	-1,280
Effect of exchange rate change on cash and cash equivalents	353		225	+128
Net increase (decrease) in cash and cash equivalents	4,206		4,210	-4
Cash and cash equivalents at the beginning of period	57,515		53,305	+4,210
Cash and cash equivalents at the end of period	61,722		57,515	+4,207

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Orders Received and Order Backlog

(Unit: Millions of yen)

		Orders received				Order backlog	
		4Q of FY2024 (Oct.-Dec.)	YoY % change	FY2024 (cumulative)	YoY % change	FY2024 (As of Dec. 31)	YoY % change
Total		36,612	+12.7	159,139	+9.4	60,982	+11.9
Reportable segment	Financial Solutions	8,412	+13.1	32,494	+4.6	8,834	+7.1
	Business Solutions	4,893	-6.4	22,314	+7.0	6,977	-12.7
	Manufacturing Solutions	10,371	+11.3	50,105	+8.6	25,866	+11.9
	Communication IT	12,934	+23.2	54,224	+14.4	19,303	+27.6
Service category	Consulting Services	2,811	+11.3	11,487	+27.6	2,386	+73.0
	Custom System Development	8,309	+17.4	31,628	+8.5	5,801	+11.9
	In-house Software	6,670	-10.6	28,493	+0.6	9,170	-14.9
	Third-party Software	10,485	+3.6	57,628	+7.9	30,645	+11.9
	Outsourcing, Operation and Maintenance Services	5,288	+38.1	20,989	+17.6	6,748	+58.6
	IT Equipment Sales and Others	3,047	+107.0	8,910	+15.6	6,230	+13.2

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Note:
Forecasts of business results in this document are based on judgments and assumptions made in light of industry trends, customer conditions, and other information currently available, and are not intended as a guarantee that they will be achieved. Actual results may differ from these forecasts due to uncertainties inherent in forecasts, changes in internal and external conditions, and other factors.

Earnings Forecast and Dividend Forecast for FY2025

- Net sales is expected to grow by 11.4%, and operating profit is aimed to increase by 9% even after incorporating strengthened investments.
- The annual dividend is planned to be 116 yen per share with a payout ratio of 47.2%, aiming for the 13th consecutive year of dividend increases.

(Unit: Millions of yen)

		FY2025 (cumulative)	YoY		
			FY2024 (cumulative)	Variance	% change
Net sales		170,000	152,642	+17,358	+11.4
Operating profit		23,000	21,039	+1,961	+9.3
	Operating margin (%)	13.5	13.8	-0.3p	-
Ordinary profit		23,000	21,093	+1,907	+9.0
Profit attributable to owners of parent		16,000	15,117	+883	+5.8
Number of employees* (people)		4,800	4,413	+387	+8.8
Dividend Forecast	Dividend	116yen	108yen	+8yen	+7.4
	Dividend payout ratio (%)	47.2	46.5	+0.7p	-

* at the end of the fiscal year

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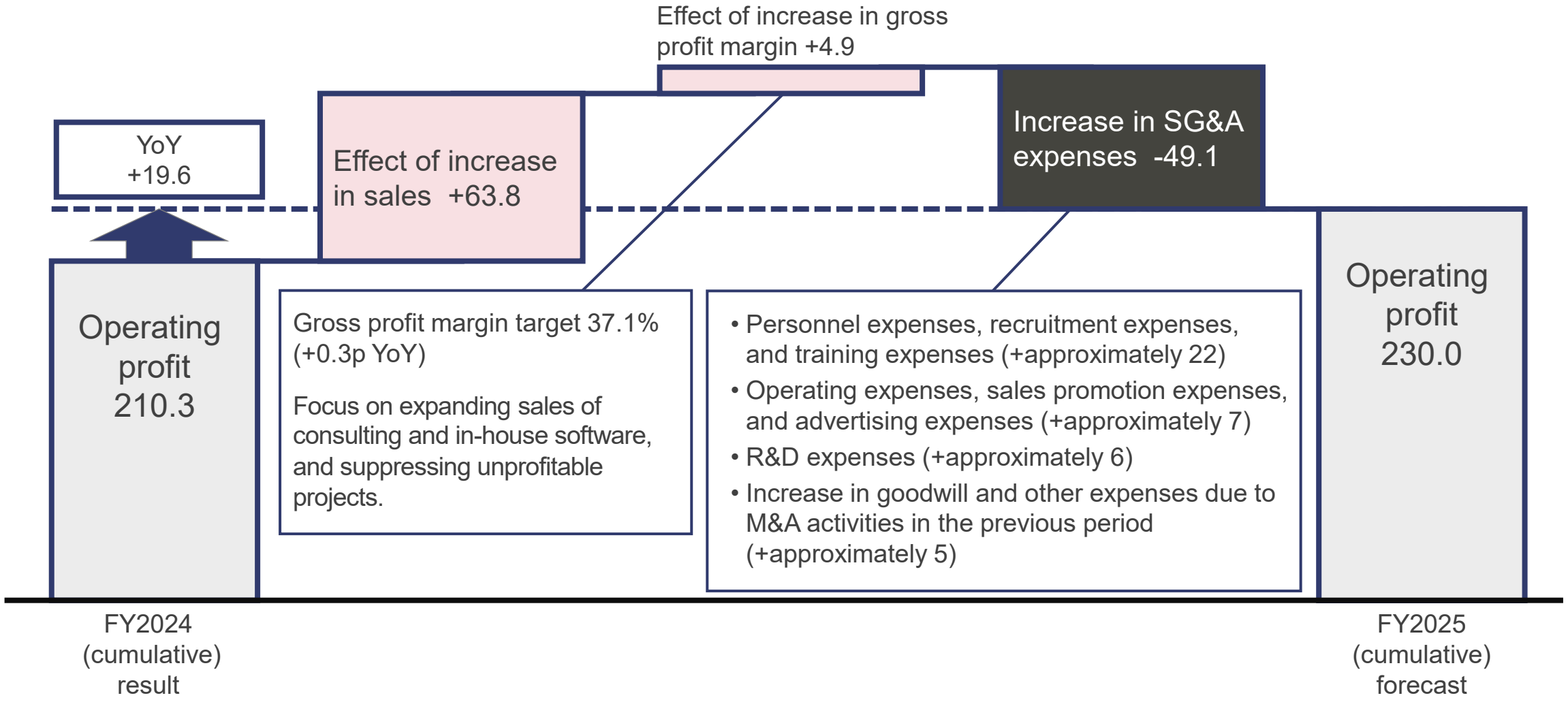
Factors for Increase/Decrease in Operating Profit of FY2025 (YoY)

(Unit: 100 million of yen)



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Regarding Changes in the Businesses Managed by Each Reportable Segment

- To implement the growth strategy of the new Medium-term Management Plan, we make the following changes to the businesses managed by each reportable segment:
  1. Transfer the ERP business from Communication IT to Manufacturing Solutions.
     (We will work on further distinguishing our ability to provide solutions for the manufacturing industry's value chain through collaboration with PLM business.)
  2. Consolidate the business for some major customers, which was spread across multiple segments, into the primary managing segment.
     (We aim to have a single point of contact for sales and focus on deepening customer relationships and expanding business areas.)
  3. Integrate the smart society business and some solution businesses such as security into Communication IT.
     (Leveraging collaboration with the Dentsu Group, we aim to expand social and corporate transformation businesses.)



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Reclassification of Net Sales for FY2024 by Each Reportable Segment

(Unit: Millions of yen)

	FY2024 (cumulative)			H1 of FY2024 (Jan. - Jun.)		
	Before reclassification	After reclassification	Variance	Before reclassification	After reclassification	Variance
Financial Solutions	31,910	34,050	+2,140	16,109	17,177	+1,068
Business Solutions	23,324	23,626	+302	11,717	11,863	+146
Manufacturing Solutions	47,353	60,564	+13,211	22,694	29,324	+6,630
Communication IT	50,053	34,401	-15,652	23,713	15,870	-7,843

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Net Sales Forecasts for FY2025
by Reportable Segment / by Service Category

(Unit: Millions of yen)

Reportable segment	FY2025 (cumulative)	YoY		
		FY2024* (cumulative)	Variance	% change
Financial Solutions	37,000	34,050	+2,950	+8.7
Business Solutions	27,000	23,626	+3,374	+14.3
Manufacturing Solutions	67,000	60,564	+6,436	+10.6
Communication IT	39,000	34,401	+4,599	+13.4

*The figures for the previous year have been reclassified to conform to the changes in the reportable segments described on the previous page.

(Unit: Millions of yen)

Service category	FY2025 (cumulative)	YoY		
		FY2024 (cumulative)	Variance	% change
Consulting Services	12,000	10,480	+1,520	+14.5
Custom System Development	34,000	31,013	+2,987	+9.6
In-house Software	34,000	30,095	+3,905	+13.0
Third-party Software	60,000	54,372	+5,628	+10.4
Outsourcing, Operation and Maintenance Services	21,000	18,498	+2,502	+13.5
IT Equipment Sales and Others	9,000	8,182	+818	+10.0

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Forecasts for the First Half of FY2025

(Unit: Millions of yen)

	H1 of FY2025	YoY			Percentage of the full year (%)
		H1 of FY2024	Variance	% change	
Net sales	83,000	74,235	+8,765	+11.8	48.8
Operating profit	11,500	10,360	+1,140	+11.0	50.0
Operating margin(%)	13.9	14.0	-0.1p	-	-
Ordinary profit	11,500	10,262	+1,238	+12.1	50.0
Profit attributable to owners of parent	8,000	7,248	+752	+10.4	50.0

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Net Sales Forecasts for the First Half of FY2025
by Reportable Segment / by Service Category

(Unit: Millions of yen)

Reportable segment	H1 of FY2025	YoY		
		H1 of FY2024*	Variance	% change
Financial Solutions	18,000	17,177	+823	+4.8
Business Solutions	13,000	11,863	+1,137	+9.6
Manufacturing Solutions	33,000	29,324	+3,676	+12.5
Communication IT	19,000	15,870	+3,130	+19.7

*The figures for the previous year have been reclassified to conform to the changes in the reportable segments described on the previous page.

(Unit: Millions of yen)

Service category	H1 of FY2025	YoY		
		H1 of FY2024	Variance	% change
Consulting Services	5,800	4,763	+1,037	+21.8
Custom System Development	16,500	15,027	+1,473	+9.8
In-house Software	16,500	15,136	+1,364	+9.0
Third-party Software	29,500	26,886	+2,614	+9.7
Outsourcing, Operation and Maintenance Services	10,300	8,404	+1,896	+22.6
IT Equipment Sales and Others	4,400	4,017	+383	+9.5

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FTSE Blossom Japan Index

FTSE Blossom Japan Sector Relative Index

FTSE4Good

JPX-NIKKEI 400

2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

2024 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

Corporate ESG Performance Prime RATED BY ISS ESG

JPX PRIME 150

S&P/JPX Carbon Efficient Index

MORNINGSTAR GenDi J Japan ex-REIT Gender Diversity Tilt Index TOP CONSTITUENT 2024

2024 Sompo Sustainability Index

Certification

NIKKEI Smart Work ★★★★ 2025

Great Place To Work. Certified SEP 2024–SEP 2025 JAPAN

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*For more information on the index and certification, please visit our website at （https://www.dentsusoken.com/english/sustainability/evaluation.html）

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Appendix Consolidated Financial Results

(Unit: Millions of yen)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	78,267	56,771	79,783	83,423	91,024	100,679	108,679	112,085	129,054	142,608	152,642
YoY	105.8%	72.5%	140.5%	104.6%	109.1%	110.6%	107.9%	103.1%	115.1%	110.5%	107.0%
Gross profit	22,364	16,843	26,127	25,708	30,123	33,390	37,472	40,016	46,786	51,780	56,123
Gross profit margin	28.6%	29.7%	32.7%	30.8%	33.1%	33.2%	34.5%	35.7%	36.3%	36.3%	36.8%
Selling, general and administrative expenses	17,886	14,721	19,638	20,219	21,884	23,315	25,282	26,280	28,196	30,752	35,083
SG&A ratio	22.9%	25.9%	24.6%	24.2%	24.0%	23.2%	23.3%	23.4%	21.8%	21.6%	23.0%
Operating profit	4,478	2,122	6,488	5,489	8,239	10,075	12,189	13,736	18,590	21,028	21,039
Operating margin	5.7%	3.7%	8.1%	6.6%	9.1%	10.0%	11.2%	12.3%	14.4%	14.7%	13.8%
Ordinary profit	4,966	2,526	6,704	5,642	8,197	9,648	11,502	13,224	18,354	21,244	21,093
Profit attributable to owners of parent	2,166	3,015	4,580	4,438	5,187	6,226	7,362	8,944	12,598	14,663	15,117
ROE	5.5%	7.3%	10.5%	9.6%	10.5%	11.8%	12.9%	14.3%	18.1%	18.7%	17.4%
Number of employees at the end of the fiscal year	2,502	2,559	2,635	2,716	2,783	2,879	3,117	3,240	3,388	3,652	4,413

* Starting FY2015, we changed its fiscal year end from March 31 to December 31.

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Appendix Net Sales and Operating Profit by Reportable Segment

(Unit: Millions of yen)

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Financial Solutions	Net sales	24,086	17,851	22,037	21,413	23,242	24,622	23,888	25,176	28,125	30,598	31,910
	Operating profit	1,447	1,441	2,110	1,821	1,794	1,542	1,411	1,494	1,611	3,498	3,674
	Operating margin	6.0%	8.1%	9.6%	8.5%	7.7%	6.3%	5.9%	5.9%	5.7%	11.4%	11.5%
Business Solutions	Net sales	14,934	11,177	16,965	17,033	16,810	19,289	22,100	14,958	18,608	23,107	23,324
	Operating profit		-30	1,666	-169	701	1,741	2,760	2,655	4,704	5,770	5,497
	Operating margin		-	9.8%	-	4.2%	9.0%	12.5%	17.7%	25.3%	25.0%	23.6%
Manufacturing Solutions	Net sales	21,766	15,588	23,872	25,530	29,252	30,027	30,511	32,031	36,453	41,118	47,353
	Operating profit		-619	692	1,359	2,228	2,103	2,357	2,847	4,179	5,106	5,418
	Operating margin		-	2.9%	5.3%	7.6%	7.0%	7.7%	8.9%	11.5%	12.4%	11.4%
Communication IT	Net sales	17,480	12,152	16,908	19,445	21,718	26,739	32,179	39,919	45,867	47,784	50,053
	Operating profit	2,483	1,331	2,018	2,477	3,515	4,688	5,659	6,738	8,095	6,652	6,448
	Operating margin	14.2%	11.0%	11.9%	12.7%	16.2%	17.5%	17.6%	16.9%	17.6%	13.9%	12.9%

* FY2015 and later are disclosed in the above four segments. For FY2014, only net sales have been reclassified into the above segments.
* From FY2021, the Enterprise IT division, which is engaged in the development and implementation of mission-critical systems, was transferred from the Business Solutions segment to the Communication IT segment.

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Appendix Net Sales by Service Category

(Unit: Millions of yen)

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Consulting Services	Net sales	3,860	3,350	5,426	5,515	6,818	6,819	5,975	7,200	7,418	8,611	10,480
	Composition	4.9%	5.9%	6.8%	6.6%	7.5%	6.8%	5.5%	6.4%	5.8%	6.0%	6.9%
Custom System Development	Net sales	23,072	16,658	21,622	22,473	24,188	29,153	28,147	29,245	33,107	30,913	31,013
	Composition	29.5%	29.3%	27.1%	26.9%	26.6%	29.0%	25.9%	26.1%	25.7%	21.7%	20.3%
In-house Software	Net sales	13,438	10,366	14,796	14,752	15,070	17,126	20,549	22,089	24,807	30,237	30,095
	Composition	17.2%	18.3%	18.5%	17.7%	16.6%	17.0%	18.9%	19.7%	19.2%	21.2%	19.7%
Third-party Software	Net sales	22,728	16,578	23,850	25,077	27,261	29,945	33,325	33,767	40,299	48,184	54,372
	Composition	29.0%	29.2%	29.9%	30.1%	29.9%	29.7%	30.7%	30.1%	31.2%	33.8%	35.6%
Outsourcing, Operation and Maintenance Services	Net sales	7,541	5,256	8,015	8,587	9,555	9,524	12,462	12,085	16,052	17,108	18,498
	Composition	9.6%	9.3%	10.1%	10.3%	10.5%	9.5%	11.5%	10.8%	12.4%	12.0%	12.1%
IT Equipment Sales and Others	Net sales	7,625	4,561	6,071	7,017	8,130	8,110	8,219	7,696	7,369	7,553	8,182
	Composition	9.8%	8.0%	7.6%	8.4%	8.9%	8.0%	7.5%	6.9%	5.7%	5.3%	5.4%

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